

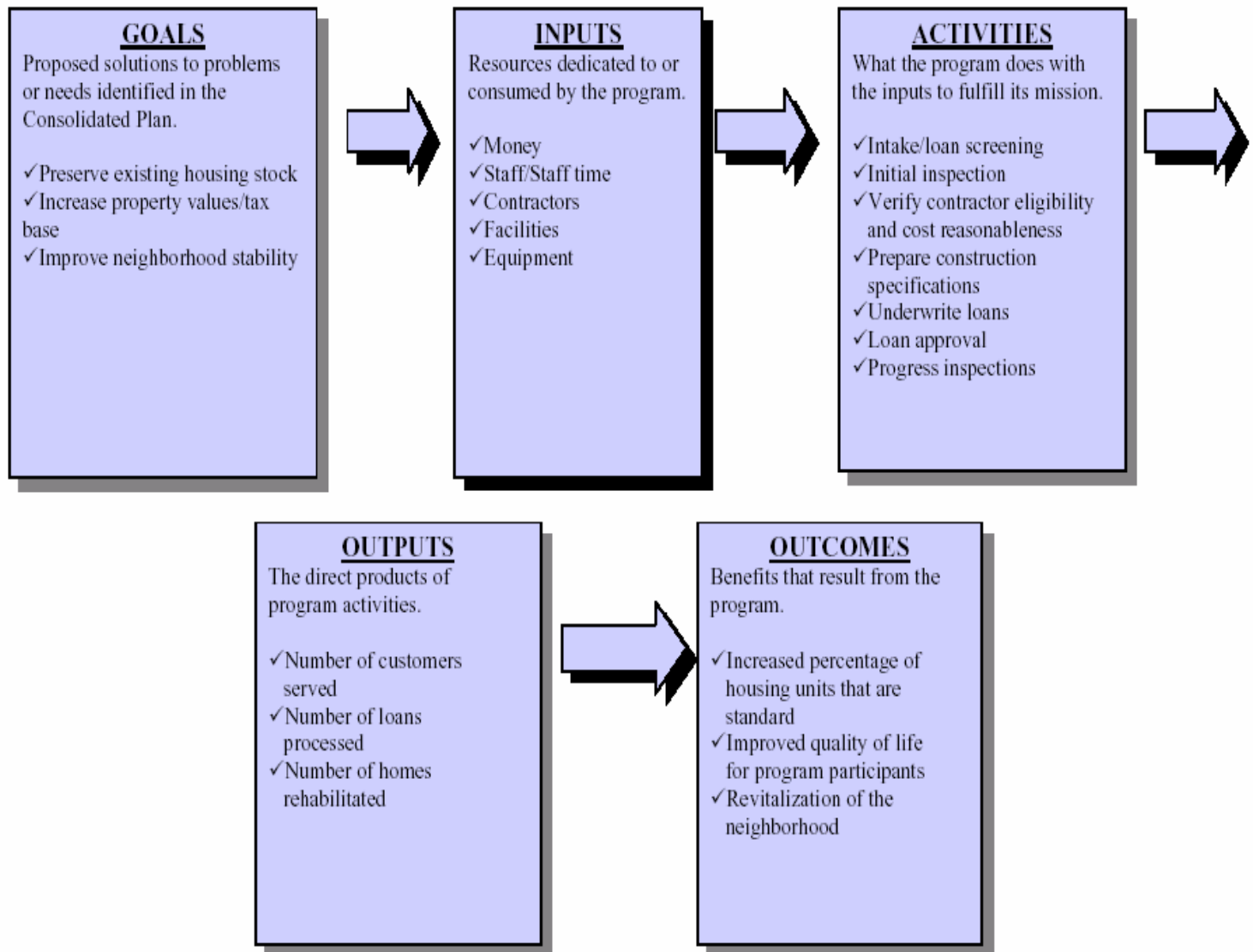
# NEW FOR 2005 APPLICATIONS

## OUTCOMES BASED PERFORMANCE MEASUREMENT

Beginning with the 2006 CDBG Application, the City of Norfolk will require all applicants to use the “**outcome and performance measurement model**” in their application and future reporting. This applies to any applicant seeking CDBG funding.

For many of you, this model is not new, since other funding sources have required this model in their applications for years. The U.S. Department of Housing and Urban Development (HUD) is just now requiring it.

What is the Performance Measurement Model? Here is how HUD sees it.



### Why is the City requiring this?

- The Office of Management and Budget is assessing the effectiveness of federal programs.
- HUD in a September 3, 2003 Notice (CPD-03-09) states that “By Program Year 2005, HUD anticipates that grantees will have implemented some form of a performance measurement system to reflect a way to gauge what constitutes success in each grantee’s jurisdiction.”
- And, finally, there is this critique of the CDBG program in President Bush’s FY 2005 Budget.

“This year, the Administration rated the CDBG program as needing improvement based on several areas of weakness:

- Lack of clarity in the program’s purpose and design;
- Weak targeting of funds by the CDBG formula and by grantees to areas of greatest need;
- Lack of transparent program and performance information; and,
- Lack of annual output and long-term outcome performance measures.”

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### What will be the benefits of this outcome and performance measurement model?

1. It will enable the City and your agency to see if the activity really makes a difference in the lives of people.
2. It will help the City or agency to improve services.
3. It will provide the City with clearer evidence that the resources provided actually produce benefits for people.
4. It will demonstrate to the general public that the activity produces benefits that merit support.

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### IMPORTANT!

Since the CDBG application process is competitive, this requirement will have a direct impact on an applicant’s 2005 application. **It is recommended that any applicant for 2006 CDBG funding take this requirement seriously.**

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## What HUD is looking for and wanting from us...

Here is how HUD defines the terms used in the Outcome & Performance Measurement model.

**GOALS** describe future expected outcomes. They are not measurable and focus on ends, not means to an end.

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**INPUTS** are resources an agency uses to achieve objectives. E.g., staff, staff time, facilities, equipment, supplies, dollars. Inputs also include constraints on the program, such as laws, regulations, and requirements for receiving funds.

A program uses **INPUTS** to support **ACTIVITIES**

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**ACTIVITIES** are what an agency does with its inputs, the services it provides to fulfill its mission. Activities include the strategies, techniques, etc., that comprise the agency's service methodology.

**ACTIVITIES** are not **OUTCOMES**.

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**OUTPUTS** are the direct products of an agency's activities, usually measured in terms of the volume of work accomplished, e.g., number of clients served, linear feet of curb and gutter installed, units rehabilitated. **This was all that was required of us in the past!**

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**BUT, NOW**  
All **OUTPUTS** must have identified **OUTCOMES**.

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**OUTCOMES** are the benefits to individuals, families, organizations, and communities derived from participation in a program or service. Outcomes are produced during or after their involvement in an activity. How is the participant, client, community different following the activity? What was the impact of the activity?

**OUTCOMES** become the **OBJECTIVES** of the activity

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## OUTCOME MEASUREMENT - THE FINAL STEP

What indicators, verifiable information or data will you use to measure an outcome to see if it was actually attained?

These outcome measurements will vary depending on the project.

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### More on Outcomes...

In addition to traditional measures of OUTPUTS, namely numbers served, etc., and services provided, OUTCOME language describes the impact of the client.

#### Outcomes are:

- Measurable
- Simple, clear and understandable
- Realistic
- Specifies a time frame
- Measures an end, not a means to an end

HUD provides these examples.

**For example**, in addition to stating that employment and training services were provided to 50 clients (an output), outcome language would state that of those 50 clients receiving employment and training services,

- 10 obtained full-time jobs above minimum wage including benefits and are employed 90 days after placement,
- 20 obtained permanent full-time jobs at minimum wage without benefits and are employed 60 days after placement,
- 10 obtained part-time temporary jobs within 30 days in the program,
- 5 are participating in on-the-job training programs, and
- 5 remain unemployed after 90 days in the program.

**For example**, in addition to stating that 20 families received case-management services (an output), outcome language would state that of those 20 families receiving case-management services within the past 90 days:

- 5 families increased their household income by 20% or more,
  - 4 families obtained safe affordable rental housing,
  - 1 family purchased a home
  - 3 persons received their General Education Development Test Certification(G.E.D.),
  - 1 person completed the Adult Basic Education (A.B.E.) curriculum,
  - 1 person opened a home-based childcare center, and
  - 5 families are currently receiving case-management services and are still working towards achieving goals on their case management plan.
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## Some very Brief Examples...

### A Housing Project

- GOALS** - Preserve existing housing stock
- INPUTS** - \$85,000 budget  
Two housing inspectors
- ACTIVITIES** - Full house inspection  
Coordination with weatherization program
- OUTPUTS** - 25 homes rehabilitated
- OUTCOMES** - 25 homes rehabilitated and brought to city code within 12 months and passed city code inspection.
- OUTCOME MEASUREMENT** – Signed city code inspection record in project file.

### A Public Facilities/Improvement Project

- GOALS** - Improve secondary roads to current city standards
- INPUTS** - \$350,000 budget, city project manager,  
City Park staff
- ACTIVITIES** - Engineering bid, construction bid, Davis-Bacon oversight,
- OUTPUTS** - 1,850 linear feet of new asphalt, curb, gutter and sidewalk on one side of street, 20 trees planted for beautification
- OUTCOMES** - At completion of project, improved road rideability, vehicle and pedestrian safety and improved drainage
- OUTCOME MEASUREMENT** – rideability as measured by such devices as Mays Meter;

## **A Public Services Project**

- GOALS** - Youth will have a safe place for constructive after school activities.
- INPUTS** - Agency provides budget of \$125,000, MSW program manager, part-time volunteer recruiter
- ACTIVITIES** - Tutoring – child meets with volunteer tutors 4 afternoons per week for 2 hours.
- OUTPUTS** - 25 children receive individual tutoring in after school program
- OUTCOMES** - 50% of the children make honor roll for first time after 6 months of individual tutoring.
- OUTCOME MEASUREMENT** – School Honor Roll Records and Progress Reports for each child